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ABSTRACT

This guide for trustees and search committee members who are involved in the process of selecting a college or university president provides background information and questions to ask when interviewing search consultants, as well as a directory of search consultants. An introductory section on selection guidelines covers how a search consultant can help, and notes the procedures for selecting a search consultant. Suggested questions to ask a potential consultant or firm cover such topics as defining any unique aspects of the search process, time factors and scheduling, fees and expenses, principal personnel, and the number of presidential searches conducted by the consultant over the last year. An illustrative code of ethics for a search committee is also provided. The directory section includes in-depth profiles of 13 consulting firms. Profiles include principal personnel, a list of the institutions for which the firm conducted full academic presidential searches since 1996; a statement of operating principles, general approach, and typical process; a statement concerning professional staff who work on a typical search; a statement of other work the firm conducts; and measures of success. (DB)

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Presidential Search Guidelines and Directory

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The firms listed in this directory have a wide range of experience in conducting executive searches. To be included, the firms must have completed a minimum of three complete academic presidential searches since 1996—a reasonable number, we believe, that includes those firms with a track record and sets a minimum standard that enables search committees to conduct reference checks.

Users of this publication should keep in mind that the profiles and accompanying data were supplied by the firms themselves. AGB counsels readers to conduct their own rigorous and thorough analysis of each firm's credentials, references, and background. Information in this kind of resource changes frequently and always should be verified by the user. Inclusion in this publication does not constitute AGB's endorsement, nor does AGB claim to have included all firms that may qualify.

Those users who wish to investigate sources of general information about executive search may review the *Directory of Executive Recruiters* (800/531-0007) or contact the Executive Recruiters of North America (203/629-3629) or the Association of Executive Search Consultants (212/398-9556).

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Foreword

AGB is pleased to provide this revised edition of presidential search guidelines and directory of consultants. As with the first edition, our interest in doing so stems from our commitment to effective trusteeship and helping boards carry out one of their most important responsibilities: selecting their institution's chief executive. A well-conducted presidential search is an opportunity for institution building; a wise board plans such a search carefully, with its institution's long-term welfare in mind.

The purpose of this publication is twofold: (1) It provides general background information and questions trustees and search committee members might ask as they interview search consultants, and (2) it profiles search firms in a consistent format to enable trustees and search committee members to make initial assessments as they seek a search consultant matched to their institution's particular characteristics and needs—a challenge made more difficult in recent years as the ranks of search consultants have grown exponentially.

AGB believes most colleges and universities conducting a presidential search can benefit from the services of a well-matched consultant. Until 1994, AGB offered help to boards through its Presidential Search Consultation Service (PSCS). A primary tenet of our decade-long search service was that a presearch assessment of institutional strengths and needs, along with careful constituent involvement—specified by the board—draws the community together, focuses it, and facilitates a sound selection process.

Other AGB Resources

Although AGB no longer offers its members a search service, we continue to address the issue in various publications, including this one. For example, search committee members will benefit from a careful review of *Presidential Search*, by Charles B. Neff and Barbara Leondar, and related AGB publications listed on page 10 of this directory.

Additionally, we conduct an annual workshop each spring on presidential search at our National Conference on Trusteeship, and we offer our members an on-campus workshop on the search process. These programs are conducted by experienced facilitators, all of whom have expertise with the conduct of presidential searches. Most are former chief executives.

I wish to thank the consultants who support this project. Information about search consultants not only is enormously helpful to search committees, but it also is beneficial to search consultants, many of whom are as committed as boards to finding a good match. This publication, which we plan to revise every two years, is better for their involvement. I also wish to express my special thanks to Bill Weary, former director of the PSCS and now the founder and president of Fieldstone Consulting, Inc. Bill wrote the guidelines based on his considerable expertise in chief executive search.

Finally, please help us make this volume better by noting your likes and dislikes. What might we do to make this publication more useful?

Please let us hear from you.

Richard T. Ingram, President
Association of Governing Boards of Universities and Colleges

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Selection Guidelines

A good presidential search not only matches individual skills and interests with institutional needs, but also strengthens the institution and offers boards an important opportunity to understand, unify, and plan. It is much more than finding the best next president. These broader institutional goals are met most effectively through a careful process that is designed in advance and involves a wide range of constituents.

How a Search Consultant Can Help

A good consultant can help a board realize a search's significant potential for institution building. The investment in a consultant nearly always is a wise one. According to your specific needs and wishes, and within the bounds of responsible search assistance, a qualified, experienced search consultant with whom your board or search committee has the right "chemistry" can help you do the following:

- prepare your board to address search issues unique to your institution (including whether to seek an interim president), adopt good search procedures, and charge your search committee appropriately;
- offer guidance on appointing a search committee and provide support and counsel to the search chair;
- define confidentiality as it relates to your search, including applicable state legislation on open records and open meetings;
- advise on the handling of internal candidates;
- involve the institution's constituencies while maintaining your control of the process;
- build unity, vision, and strength throughout the institution;
- set a search calendar that corresponds to open hiring windows and realistic estimates of the time required to complete a search;
- create a reasonable budget for the search process;
- identify the challenges the next president must address and the personal and professional characteristics the individual most likely will need to succeed;
- attract the best candidates through strategic advertising and recruiting, identify candidates otherwise unavailable to your search, screen the pool, check references, interview semifinalists, coordinate and assist with your finalists' visits to campus, and keep the board focused on the many serious implications of each decision;
- prepare competitive compensation packages and other contractual matters;
- plan media initiatives to advance the institution's best interests during and after the search;
- set realistic goals for the first year, offer guidelines for assessment of presidential and board performance in the years to come, and generally prepare the institution for new leadership; and
- handle any unforeseen emergencies.

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Procedures for Selecting a Search Consultant

Whether the presidential-search committee or a special committee of the board is charged with selecting the consultant, the process probably should include the following elements:

- contacting friends and colleagues at neighboring and peer institutions who recently have concluded presidential searches to collect their observations, perspectives, and wisdom;
- reading the directory entries at the back of this guide carefully and noting the firms most likely to serve your institution's needs;
- conducting telephone interviews with representatives of five or more search firms (suggestions for interview questions appear on pages 4-9);
- receiving and reviewing the proposals and search materials sent to you by the firms you interviewed by telephone;
- checking references of the firms that are candidates for your institution's business;
- conducting personal interviews with representatives of those firms most likely to offer you appropriate knowledge, experience, and fit; and
- making an offer and signing a contract.

Final interviews with prospective search consultants will be most effective if you do following:

- interview only those firms in which you have a genuine interest (a limit of three is a standard rule of thumb);
- read proposals carefully and complete reference checks with former clients before you invite presentations;
- interview firms one after another (ideally in the space of a single day), allotting 60 to 90 minutes for each; and
- make sure all committee members are present for all interviews: a changing mix of interviewers can make for an uncertain final decision.

Abiding by these suggestions not only will enhance your understanding of the issues and help you make a sound selection, it also will produce a level of questioning that will help you rise above the inevitable tensions of the "shoot out" among firms.

A cautionary word here may help you learn still more about the firms you wish to consider carefully: Good presentations require considerable preparation, investments of time, and expensive—often last-minute—travel arrangements by the search firms. Search consultants understand the importance of doing their homework too, and they appreciate your interest and thoughtful consideration of their candidacy. Moreover, reasonably prompt indication of your final decision further recognizes the investment these firms make in preparing their presentations.

Finally, consider the possibility of paying part or all of the presenting firms' out-of-pocket expenses. Some firms—not just smaller ones—decline particularly expensive invitations and so deprive you of the chance of measuring the quality of a good match. You might compromise by offering to pay half of the expenses of each firm you interview.

Suggested Questions to Ask

In the course of your preparation, you will have many opportunities to learn about search consultant candidates. Your institution's special needs will generate specific questions. The list of services a consultant can perform also will generate questions.

A sampling of broad questions to ask consultants follow. Some of these questions can be answered by reading this directory, others from checking references or from your own sources, and still others from conversations with the firms' principals. Brief context is provided for each question.

Remember throughout the process to develop a sense of the consultants' energy, style, articulateness, cultural match with your institution, integrity, and ability to teach you and your colleagues. Certainly by the end of the review process, the search committee and the consultant should be moving toward a clear understanding of mutual expectations, especially with respect to mutual responsibilities and the extent of the consultant's involvement.

1. What distinguishes your approach to presidential search from that of other individuals or firms? Would you describe your methods as being closer to a corporate or an educational model? What makes you different from the competition? How would we benefit because of your distinctiveness? What are the pluses and minuses of your approach? How would you assess a match between your style and our needs? How do other professional search consultants view you? Your clients? Why do clients tend to hire you? How do you measure your success?

There is a basic distinction between corporate and educational models of search. Educational models often are described as process oriented. This terminology requires careful examination. Note, for instance, the following:

- Most search firms involve constituents in a way and to an extent appropriate to higher education but unusual in the corporate world. Individuals familiar with corporate searches may be surprised at how "uncorporate" even the "corporate" higher education searches are. Consultants can help you understand the distinctions.
- "Process" and "corporate" are extremes on a continuum. Most firms fall somewhere between and can vary their approach according to your needs and desires. Moreover, individual consultants in a firm may have significant differences in the ways they work with clients.
- There is no automatic correlation between a firm's general placement on this continuum and its status as a for-profit firm or nonprofit firm. A for-profit may well offer a process-oriented search.

Consequently, it is best to inquire about the level of search committee and constituent involvement various firms advocate. How much importance do the firms place on such involvement? This issue lies at the heart of the search and will generate productive, revealing conversations.

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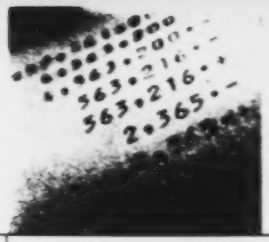
Nevertheless, you probably will find that firms placing themselves at the process end of the spectrum (greater involvement) tend to see their roles as helping the search committee and board make the best possible decisions. They believe that the wisdom necessary to guide the institution can be found within the governing board and the institution and that the role of the consultant is to draw it out. They also tend to speak in terms of strengthening the institution, as well as finding the best president. References can tell you how successful a firm has been in this regard.

Searches at the corporate end (less involvement) tend to rely more on the consultants' judgment to identify and screen candidates to be presented to the search committee. Such an approach can proceed more rapidly and be particularly advantageous if the search is conducted subject to open-record or open-meeting laws.

Remember that most firms understand the importance of incorporating some measure of constituent involvement in the searches they help to conduct. You need to know how much and when—and feel comfortable with their answers. Appreciate versatility, but be wary of any firm's claim to do "whatever you want."

In most situations, AGB tends to favor careful, responsible, and significant constituent involvement in the search process not only for the wisdom it provides but also for the buy in it promotes. A presidential search is a means to strengthen the institution. Still, AGB recognizes that institutional leaders must analyze their own situations carefully before determining the desired extent of constituent involvement. If your board has strong views one way or another, it should state them at the outset.



2. How long does it usually take your firm to complete a presidential search? How does our sense of when we should start and finish compare with yours? Why? What is your record with respect to on-time completion of presidential searches?

A search at the process end of the spectrum probably will take four to six months (excluding the summer). Searches that last longer than six months tend to experience a shifting applicant pool and thereby risk losing key candidates. At the other extreme, more rapid searches sometimes risk sacrificing the goodwill of key constituent leaders.

The presidential hiring window tends to be widest from September through December. Search conclusions tend to occur from January through March or April. However, you can find a president at any point of the year—and some consultants would argue that this becomes easier each year. The objective is to maximize the pool from which you select.

3. How much is your fee for full-search assistance? What are your fees for the various options you provide? What can we expect in the way of expenses? How will payments be scheduled? What kind of contract do you use? What kind of guarantee—if any—do you offer? Can we back out of the contract at any point? Has your firm ever exceeded its estimate costs? If so, why and by how much?

Depending on the extent of the services you purchase, the firm you select, and your situation, costs can vary widely. The standard fee for a full search is one-third of the first year's cash compensation. Some firms cap the fee at a fixed sum. Firms handling a large volume with specific kinds of institutions sometimes lower their fees considerably. Negotiation on price always is appropriate.

Billable expenses will depend on the number of consultants who meet with you, the number and length of their on-site visits, the candidates they visit on your behalf, and the extent of their work on the telephone. Some firms send itemized bills of expenses; others charge a flat per diem that saves you and them time and trouble; others include a set number and type of expenses in their fee. Some bill only for out-of-pocket expenses; others also include—perhaps as a percentage of fee—administrative and overhead costs. For some, there will be travel expenses associated with a meeting between the consultant and the candidate; others do not hold separate meetings with candidates. Firms should provide a reliable sense of the billed expenses beyond the fee, the monthly amount, and how expenses will be invoiced.

Ask for some guidelines to help you estimate the total cost of your search, including the search consultant's fee and expenses and your own expenses, such as secretarial and other logistical support, stationery and postage, search committee and candidate travel, receptions, entertainment, relocation expenses for the new president, and so forth. Many institutions fail to consider these other expenses and are staggered by the total cost of their search. If there will be budgetary challenges, you want to know about them at the outset. Keep in mind that appropriate expenditures in a well-conducted search constitute a sound investment in your institution's future.

Ask to have a sample contract sent to you and examine it carefully. If the contract does not specify terms of payment, obtain them. Payment of a significant portion of the fee upon signing the contract is common. Remember that you are working with retained and not contingency search consultants: That is, you are paying for their services, not for an appointed president.

Check the language of any guarantee or back-out clauses, and be sure you are comfortable with their meaning. If such clauses are not part of the contract, ask what would happen if you were to back out or if something unexpected were to occur in the first year to cause the new president's tenure to be terminated.

4. Tell us about your firm's principals and other staff. How long have you been together? How do you work together? If you will be our consultant, what is your background? If another person will be our consultant, who are they and what is his or her background? What are the backgrounds of your colleagues? How many other staff do you have, and what are their roles?

You have every right to learn about staff members from various firms. Some pride themselves on having been presidents and note that their network and understanding of the position give them an essential advantage; others argue that the skills necessary for success as a president are not necessarily germane to those required in a consultant. The key ingredient is long experience in presidential searches. Satisfy yourself that the candidates have a viable network and the skills and temperament to work effectively with your board and the kinds of candidates you seek. Some firms make use of individual consultants on a part-time basis, as need arises. Inquire about this possibility.

A firm that provides a teamwork approach may greatly increase the accumulated experience and wisdom brought to your search—if the members work as a team. An experienced individual may work every bit as well in some circumstances.

Some firms make extensive use of research assistants who generate applications, conduct candidate interviews, check references, maintain client contact, and perform initial screening. Others rely on associates who come with a higher level of expertise and experience than research assistants and often function as consultants. Decide how comfortable you are with such arrangements, and know the background of all individuals who will assist your search. In short, make sure you understand the range of positions in each firm's staff.

5. Who from the firm will lead this search? What other principals will work on this search? How will you divide tasks? What work will assistants or associates complete? Who will work with us on-site?

In some firms, the person with whom you first speak is the consultant with whom you will work throughout the search and will perform every task, including generating candidates and checking references. Sometimes, there will be a lead consultant who will receive assistance from another. In such instances, the lead principal may be at your meetings or may send a colleague, and much of the work may be performed by staff assistants and others. If others than the lead consultant will be involved, ask about their backgrounds and roles. There are no right and wrong arrangements, but you should know what they are in advance and be comfortable with them.

6. How many searches do you personally handle at a given time? Do you set a limit? How many searches does your firm usually accept at one time? What is your policy on conflict of interest among institutions you serve?

One sometimes hears a general rule of thumb about a maximum of five—or even three—presidential searches per consultant at a time. But other variables can be more revealing. Specifically, no consultant could begin five searches at one time. Rather, the key issue is how far advanced each search is. So, ask not only how many presidential and other searches the consultant currently is handling, but also where each is in the process. Ask consultants how they manage their time to make sure your priorities will be met.

Done well, a presidential search is labor-intensive work, and you have a right to know how much you will receive. With extensive support from a research staff, principal consultants sometimes can conduct numerous simultaneous searches at the presidential level.

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Inquire about policy and practice. You might ask how many searches the consultant personally assists, and if any others might begin soon. Ask if the consultant is conducting any searches for institutions comparable to your own, and if so, how he or she would handle candidate generation and possible conflict of interest. Ask if the consultant ever turns business away. Find out how many searches he or she personally completed last year.

7. How many higher education presidential searches did your firm conduct over the last year or two? What was the dollar volume of business in this and other areas?

Recognize that for some firms, this information is proprietary and cannot be provided legally. If it can be revealed, it can give you a helpful sense of a firm's size. You may correlate responses to numbers of staff. You also may draw some conclusions about the firm's focus.

Extremely large numbers of completed searches are impressive, as are time-consuming searches in which consultants make special efforts to identify candidates from nontraditional sources. Consider carefully the many legitimate indicators of a firm's success and which mean most to you.

As you peruse firms' lists of completed, full, presidential searches (all three criteria—completed, full, presidential—are important), check to see whether dates are indicated and whether that president still holds the job. Remember that a strong record of presidents who "stick" is considered good evidence of a firm's success. In some instances, you also may have to verify that specified searches on a client list were completed by this firm alone and do not also include those conducted by consultants who recently may have arrived from another firm.

8. What searches have you and your firm completed in the last two or three years for institutions similar to ours? To whom may we speak at each one of these institutions? For which of these institutions did you personally lead the process?

Consultants should be able to speak comfortably about the range of higher education institutions they have served and relate their experiences to your apparent needs. They also should convince you that they understand your unique situation. Recognize, of course, that among a consultant's searches, the absence of an institution like yours may not be a significant liability. Like other professionals, consultants are versatile and know how to apply their expertise in widely varied circumstances. Exposure to many different kinds of institutions may help your consultant identify the unique characteristics of your own.

Preferably even before any decision is made on whom to invite for a presentation, it is essential for you to speak to references. As a starting point, consider these basic questions:

- Were they satisfied?
- Would they hire the firm again? The same individual consultant?
- To what extent did the institution as a whole benefit from this search?
- Where would references suggest improvement?
- Overall, what were the strengths and weaknesses of their search process?
- What would the institution have done differently?
- What has been their experience with the new president?

The information available in such reference calls cannot be obtained elsewhere. These checks can distinguish a good match from a bad one between a consultant and your institution.

9. What kind of searches—other than presidential—does your firm perform? What role do searches for other nonprofit organizations play? For-profit organizations? At what levels? For higher education searches other than presidential? Does the firm conduct any contingency searches? What are the numbers and percentages of each of these categories over the last several years? If your firm is part of a larger search or management-consulting firm, what part do presidential searches have in the company's overall revenue picture?

Be mindful of your comfort level with the various answers. Also be aware that for some firms, presidential searches can be a means to make contact with trustees who are influential in the corporate world. This is not necessarily inappropriate. How you and your colleagues feel about that?

10. For this kind of institution, what do you believe constitutes an effective composition of the search committee?

Recognizing that institutions vary considerably in their missions, philosophies, and traditions, AGB recommends a search committee that is representative of the institution's primary constituencies. This practice builds campus unity, brings the institution's various perspectives and wisdom to bear upon the search process, and creates the buy in necessary to launch a new president successfully. Look for evidence of flexibility in meeting your institution's particular needs. AGB literature is available on other models of search and advisory committees.

11. How do you assemble a group of candidates to present to us? What success have you had in attracting women and minorities as candidates, semifinalists, finalists, and placed presidents? How do you communicate with candidates during the search? How are you known for treating candidates?

Putting together a group of applicants is not a mysterious process. Experienced presidential consultants possess networks of individuals with whom they can work fairly quickly; they probably have in mind a number of appropriate candidates for you from the start.

With appropriate guidance, an active search committee can generate its own network. Properly done, canvassing the field probably takes 80 to 100 contacts. The firm you want will provide most of that effort while guiding you on how you can use your contacts to assist with recruitment. Not only does a thorough search create confidence within the committee and the campus community, it also boosts the profile of your institution in other regions.

Firms should be able to provide you with statistics on their success in recruiting women and minorities. For more information, see *The American College President* by Marlene Ross, Madeleine E. Green, and Cathy Henderson. (American Council on Education, 1998).

How did candidates feel about the process? Candidates can express reluctance to work again with some consultants. Well-treated candidates remember your institution, as do those who have been treated poorly. Moreover, consultants with an unhappy reputation in this regard may have difficulty attracting suitable candidates; as a consequence, your viable applicant pool may be diminished.

12. How do you enter your candidates into the pool? How does the search committee work with them? How do you measure success in generating candidates?

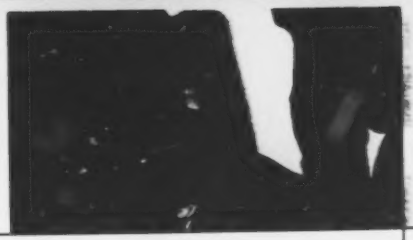
Some firms place their candidates in the pool and allow the search committee to select as it sees fit. These firms take pride in pointing to the percentages of semifinalists, finalists, and presidents they placed into the pool. They should be able to provide their statistics. An average of about 50 percent for each group is appropriate.

Other firms may perform the initial screening themselves and advance their own candidates to that point. This is not necessarily inappropriate, but you need to know how the firm will work and be comfortable with it. Recognize, too, that firms can adapt their methods to your own needs and preferences in this regard.

13. What are the basic components of the search as you prefer to lead it? What expectations do you have of us, and what expectations should we have of you?

Typically, once a firm is selected, the consultant will conduct a presearch visit to identify the institution's assets and needs, and subsequently develop a profile of the next president's desired characteristics. (Keep in mind that some consultants highlight this as a major activity; others minimize it and worry about the temptation of a search committee to play the role of an institutionwide planning committee.)

The firm will help write and place advertisements and profiles and offer guidance in generating appropriate correspondence and handling confidential records. The firm will recruit candidates, help the search committee conduct its own aggressive recruiting, and work with the search committee to review applicants' folders and identify semifinalists.



A consultant can help you guard against unhelpful contact between candidates and individual members of your search committee. Some consultants will handle all correspondence and secretarial support functions for you.

Firms also help conduct reference checks on semifinalists or active candidates, and offer guidelines to your search committee to protect candidates' privacy. Firms should provide protocols and procedures for conducting semifinalist interviews. Some consultants strongly urge that they be part of such interviews; others believe they should not be present. Some use interactive television and video "performances" in the interview process. This practice can be more helpful with some candidates than others.

Consultants also make suggestions for holding on-campus visits of finalists and appropriately involving the campus community; advise the search committee on final negotiations, compensation setting, and contract writing; and offer guidance on how to ensure a smooth transition. In general, consultants help you focus on the larger picture of the search and its many different and challenging stages.

It is particularly important to feel confident about each firm's skills and success in preparing a profile of desired leadership characteristics. Accurately and sensitively compiled, such a statement attracts appropriate candidates in advertisements, permits aggressive recruiting, and serves as a reliable, objective guide for screening credentials, checking references, conducting semifinalist and finalist interviews, and making an offer.

A well-designed process for compiling the statement also helps to draw together and focus the entire institutional community. Ask for samples of such statements from candidate consultants, with institutional names blacked out if appropriate. Recognize that clients and firms can differ on what they consider confidential.

You should have a clear understanding of how each of the firms proceeds in all of the foregoing areas. The AGB Presidential Search Workshop (a description of which can be found on page 10) can facilitate the search committee's or the governing board's decisions by presenting the options and the standards against which to compare firms and consultants. So too, can a careful reading of *Presidential Search: A Guide to the Process of Selecting and Appointing College and University Presidents* by Charles B. Neff and Barbara Leondar, widely considered the standard in the field. (AGB publishes helpful publications on the search process. See page 10.)

14. If you work with public colleges or universities, what procedures have you found useful in working with open-meeting and open-record laws? What alternative approaches should we consider? How do you evaluate each of them?

From AGB's perspective, candidates should be guaranteed confidentiality until they become finalists, and search committee deliberations should be closed. Nevertheless, laws and procedures vary considerably among public and private institutions.

To gain the most from these questions about confidentiality, you should do some research on applicable practices and legislation. Experienced firms should be aware of the various constraints placed upon presidential-search committees and how to address them. Recent experience in your state can be an advantage, but it should not be a requirement. Listen carefully to the quality of questions the consultants ask you on this subject.

15. Can you give us an example of a search that went particularly well from your perspective? One that did not? What made for the differences? In your experience, what tends to undermine a good search? What tends to produce a good search?

Check for openness, respect for confidences, the ability to teach you, and wisdom.

Making an Offer

You are ready to make a decision when you and your colleagues have done your research, read all relevant materials, checked references, become comfortable with styles and personalities, satisfied yourselves with each firm's answers to your questions, and acquired confidence in the chosen individual's and firm's abilities to represent and guide you.

Congratulations on your careful review and sound selection.

Additional Resources

AGB publishes an extensive array of resources specifically designed to help governing boards conduct successful presidential searches. To find out more or place an order, call AGB's Publications Department at 800/356-6317 or visit AGB's Web site at www.agb.org.

Presidential Search Package

Everything your search committee needs to prepare for a successful presidential search is available in this special package.

Two books

- *Presidential Search*
  A Guide to the Process of Selecting and Appointing College and University Presidents
  By Charles B. Neff and Barbara Leondar

This book updates John Nason's classic 1984 guide to selecting college and university presidents. Building on Nason's definitive work and contributing the perspective gained from their years of experience of directing presidential searches for diverse institutions, Neff and Leondar offer practical wisdom and guidelines. This guide tracks the search process from establishing leadership criteria to appointing the new executive. It is the preeminent resource for trustees facing the most crucial decision a board ever makes. 136 pages. 1992.

- *Presidential Search Guidelines and Directory*

A Board Basics booklet

"Essentials of Presidential Search"
By William A. Weary

This booklet features an overview of the essential roles and tasks associated with conducting a presidential search and as such, it is ideal for search and executive committees and boards preparing for a presidential search. 12 pages. 1998.

A Trusteeship Portfolio

Finding a New President, with these five articles:

- "Clear Expectations"
- "How to Hire a Search Consultant"
- "Reflections on a Successful Search"
- "What's In a Presidential Contract?"
- "Can Succession Planning Succeed?"

These publications also can be purchased separately. Call the AGB Publications Department for details.

Programs and Workshops

AGB also conducts Presidential Search Workshops for boards and search committees. The workshop provides an overview of the search process, the principles of best practice, sample forms and procedures, and practical step-by-step advice.

Typical agendas include understanding the search committee's charge, establishing leadership criteria, recruiting candidates, screening credentials, interviewing semifinalists, completing the final steps (including drafting recommendations), and an analysis of what to consider in using a consultant. For more information, call the director of On-Campus Programs at 202/296-8400 or send an e-mail message to tpopple@agb.org.

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Illustrative Code of Ethics

A growing number of search committees are adopting formal, written codes of ethics to guide their work. As a starting point, committee members may find the following illustrative statement helpful as they develop a code of ethics that best suits their institution and search.

By my signature below, I pledge to adhere to the following:

1. As a member of the search committee, I accept my responsibility, shared by my fellow committee members, to protect the integrity of the institution, and all prospects, semifinal candidates, and final candidates.
2. I acknowledge that only the chair of the board of trustees is authorized to speak to the news media on behalf of the board and only the chair of the search committee is authorized to speak to the news media on behalf of the search committee.
3. I certify that I am not a candidate for the position.
4. I agree to disclose promptly to the committee any appearance of real or potential conflict of interest in a relationship between me and a prospect or candidate.
5. I acknowledge that information management is a crucial component of the search committee's work. This work includes information developed and received about prospects, candidates, and their employing institutions. I understand this effort is necessary to attract high-quality finalists, to avoid putting their current positions in jeopardy, and to protect my institution's integrity. Specifically, I will adhere to the following principles:
   - I will respect the absolute confidentiality of all prospects and candidates. I will not reveal the identity of or any other information about prospects and candidates before or after the committee completes its work.
   - I will be fair, accurate, honest, and responsible in my management of information germane to the search.
   - I will guard against inaccuracies, carelessness, bias, and distortion made by either emphasis or omission of information.
   - I will strive to treat issues impartially and handle controversial subjects dispassionately. I understand that prospects and candidates who have held executive positions and made difficult decisions have not been in positions to win popularity contests.
   - I will give accurate and complete reports on candidates to the search committee chair.
6. I will place the best interests of the institution ahead of all special and personal interests and I will use common sense and good judgment in applying ethical principles to search work.
7. I consider the letter and spirit of this statement to be a matter of personal responsibility.

Signature *Date*

This illustrative model is based on a statement developed by Jan Greenwood, partner of Heidrick & Struggles, and Marlene Ross, program director of the American Council on Education Fellows Program, which they published in Educational Record, *Spring/Summer 1996. It is adapted with permission. Their statement draws upon a code of conduct developed by Frances Hesselbein (noted authority in nonprofit governance) for the presidential search of Independent Sector and a code of ethics devised by the Associated Press Managing Editors organization.*

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Academic Search Consultation Service

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www.academic-search.org

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  ptv@academic-search.org

Senior Advisors

Darryl G. Greer, Stanley F. Paulson
Samuel R. Spencer, Jr.

Full Academic Presidential Searches Since 1996

1998

Claremont Graduate University
Cleveland Institute of Art
College of St. Catherine
Davis and Elkins College
Eastern Kentucky University
Lees-McRae College
Lyon College
Luzerne County Community College
Mansfield University of Pennsylvania
Nazareth College
Peace College
School for International Training
Shawnee State University
South Dakota State University
State University of New York College at Potsdam
University of Wisconsin —Parkside
Wartburg College
Washington and Jefferson College
Zayed University (UAE)

1997

Albion College
Antioch University
Aquinas College
Augsburg College
Central College
Christian Theological Seminary
College of Notre Dame of Maryland
Delaware Valley College
Harvey Mudd College
Haverford College
Keuka College
Lincoln University (Mo.)
Louisiana College
Lutheran Theological School
Monmouth College (Ill.)
Moravian College
Mount Aloysius College
Northern Michigan University
Our Lady of the Lake College
Slippery Rock University of Pennsylvania
State University of New York College at Brockport
University of Maine
University of South Dakota
University of Vermont
Wesleyan College
Westminster College (Pa.)

1996

Bethany College
Bryant College
Chowan College
College of Saint Benedict
College of Saint Rose
College of Wooster
East Stroudsburg University of Pennsylvania
Elizabethtown College
Grand View College
Hollins College
Kalamazoo College
Kansas City Art Institute
Luther College
Macalester College
Montserrat College of Art
Northeastern University
Saint Lawrence University
Southeast Missouri State University
Rhode Island Board of Governors
University of New Hampshire
University of Maine System

The Academic Search Consultation Service is the oldest and largest firm in the nation dedicated exclusively to assisting colleges and universities in searches for presidents, chancellors, and senior academic officers. Since 1976, we have provided expert guidance to nearly 500 searches for colleges and universities of all types, from coast to coast and border to border.

Operating Principles, General Approach, Typical Process

The Academic Search process includes five distinct elements: (1) organization and facilitation of the search process, (2) needs analysis and position definition, (3) identification and recruitment of candidates, (4) evaluation of candidates through reference calls and interviews, (5) negotiation and appointment. The following principles guide our work:

- The search is a combined effort of client and consultant, with final authority vested in the client.
- Each institution is unique. Academic Search tailors its process to meet the needs and expectations of the client.
- We invest extensive time and effort to learn about the institution. A signature of our process is the presearch study report, based on an intensive on-campus interview process.
- An effective search is labor intensive, and each client requires significant time and attention. No Academic Search consultant assists in more than three searches at one time, ensuring high quality, personal service to all client institutions.
- Academic Search believes in the importance of the client-consultant relationship. For this reason, the consultant who presents search services to a prospective client is assigned to the search, attends every meeting of the search committee, and provides guidance at each stage.
- At Academic Search, professional consultants do all candidate generation and reference checking; we employ no research associates or assistants. Identifying, cultivating, and vetting candidates require the maturity, judgment, and experience professional staff have gained from years of experience.
- If the new president is to have support of the campus, constituents must feel involved in the process. The Academic Search process allows for constituent input at the start, involvement in on-campus interviews with finalist(s), and frequent communication with the institutional community while guaranteeing candidate confidentiality.

- Academic Search and the committee must be aggressive in seeking out the best qualified candidates. We identify and cultivate outstanding candidates and encourage promising nominees to apply. Candidates generated by Academic Search enter the pool in the same manner as all other candidates, and their credentials stand on their own merit. Nevertheless, Academic Search generates a large majority of the candidates our clients eventually appoint.
- Experience counts. Academic Search's long and extensive experience give us the industry's largest database of prospective presidents and academic leaders and the most knowledge of candidates, nomination sources, and references.
- Academic Search knows that an effective search yields more than a new president. It is a pivotal opportunity to seek consensus about institutional goals, model effective decision making, enhance relationships with constituents, and raise public awareness of the institution and its achievements.

Professional Staff Who Work on a Typical Search

Each search is staffed by one, or occasionally two, professional consultants. No junior or support staff work on searches. Principals who lead searches are:

- Bruce T. Alton, cofounder of ASCS and former president of Rocky Mountain College. Ph.D., Ohio State University.
- John W. Chandler, former president of the Association of American Colleges, Williams College, and Hamilton College. Ph.D., Duke University.
- Shirley S. Chater, former commissioner of the U.S. Social Security Administration and former president of Texas Woman's University. Ph.D., University of California, Berkeley. Trustee, Mills College.
- Herman E. Collier, Jr., former president of Moravian College and former interim president of Salem Academy and College, North Carolina Wesleyan College, Chowan College, and Lees-McRae College. Ph.D., Lehigh University.
- Edward T. Lewis, former president of St. Mary's College of Maryland. Ph.D., University of Denver.
- Allan W. Ostar, former president of the American Association of State Colleges and Universities. Graduate study, University of Wisconsin.
- Robert E. Parilla, former president of Montgomery College. Ph.D., Florida State University.
- Patricia Rueckel, former executive director of the National Association for Women in Education and former senior administrator of Georgetown University. Ed.D., University of Pittsburgh.
- Ronald S. Stead, cofounder of ASCS and former senior administrator of Franklin and Marshall College, Michigan State University, and Ohio Wesleyan University. Ph.D., Michigan State University.
- Barbara E. Taylor, former vice president of the Association of Governing Boards of Universities and Colleges and a trustee of Wittenberg University. D. Ed., Pennsylvania State University.
- Patricia T. van der Vorm, former senior administrator of American University and a trustee of Wells College. Ph.D., American University.

Other Work the Firm Conducts

The firm also conducted presidential searches for the Association of American Colleges and Universities, North Central Association of Colleges and Schools, and the Middle States Association of Colleges and Schools. About 20 percent of our work is in searches for senior academic officers. We also occasionally undertake searches for consortium and association chief executives.

Measures of Success

Academic Search has conducted far more presidential searches than any other firm working in this field.

- Of the 120 presidents placed with Academic Search's assistance in the past six years, all but three are still in office. Two of the three went on to other presidencies. Eighty percent of all presidents appointed in the past 10 years with our assistance are still in office.
- In the vast majority of cases, Academic Search clients appoint as president individuals we recruited as candidates.
- Academic Search works exclusively for colleges, universities, and related organizations. No other firm is more knowledgeable about the leadership needs of higher education.
- Academic Search has been exceptionally successful in attracting competitive nontraditional candidates to searches.
- The proportion of women and individuals of color selected in presidential searches served by Academic Search consistently exceeds the national average.

Association of Community College Trustees

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Principal

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Full Academic Presidential Searches Since 1996

1998

Chabot College
Cochise College
Cumberland County College
Grossmont-Cuyamaca Community College District
Howard Community College
Navarro College
New Hampshire Community and Technical College System
North Idaho College
Santa Fe Community College
Seattle Community College District

1997

Cincinnati State Technical and Community College
Clark State Community College
Columbia College
Florida Community College-Jacksonville
Frederick Community College
Harrisburg Community College System
Hillsborough Community College
Houston Community College System
—Central College
—Northeast College
Illinois Community College Board
Long Beach City College
McHenry County College
Merced College
North Central Missouri College
Northeast Wisconsin Technical College
Oxnard College
Rancho Santiago Community College District
Rock Valley College
San Jacinto College District
—North College
—South College
Southwestern Community College
Sullivan County Community College
Ulster County Community College

1996

Antelope Valley Community College District
Austin Community College
Barton County Community College
Brazosport College
Bunker Hill Community College
Chabot-Las Positas Community College District
College of the Sequoias
Dodge City Community College
Essex Community College
Galveston College
Houston Community College System
Los Angeles Community College District
Mt. Hood Community College
North Central Technical College
Orange County Community College
San Jacinto Community College District
Thaddeus Stevens State School of Technology
West Valley College

The Association of Community College Trustees (ACCT) is a nonprofit educational organization of governing boards of community, technical, and junior colleges. ACCT membership includes more than 6,000 governing board members of the community, technical, and junior colleges in the United States, Canada, and Great Britain. ACCT exists to develop effective lay governing board leadership to strengthen the capacity of community colleges to achieve their mission on behalf of their communities.

The association was incorporated in April 1972 as a 501(c)(3) corporation. ACCT is governed by a 26-member board of directors, 24 of whom are elected. ACCT's staff of 16 is based in the association's Washington, D.C. office.

The association's services include public policy and federal relations advocacy on behalf of the nation's community colleges, trustee education programs and publications, and services to individual boards. This includes assisting in searches for chief executive officers, providing board retreat facilitation services, and providing interim chief executives.

Operating Principles, General Approach, Typical Process

ACCT is the only professional search consulting organization that (1) focuses on the two-year community and technical college field, and (2) has a 17-year history of providing these services to colleges and districts throughout the country.

Through its CEO Search Service, ACCT works with the governing board to assess institutional needs and to develop and facilitate a process for identifying and employing a chief executive who meets the needs of the institution. As a trustee service-oriented organization, ACCT provides services to assist member governing boards in fulfilling the selection and evaluation process.

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ACCT has provided executive search assistance to more than 225 community colleges over the past 17 years. Any member institution may contract with ACCT for search service assistance. The search fee is based on the college's or district's enrollment and includes ACCT's expenses and the search consultant's travel. (If the institution is not a current member of ACCT, the fee is increased to include membership dues.) Since July 1990, ACCT has assisted 125 boards of trustees in their search and selection process for a chief executive officer.

The six primary phases of an ACCT search process follow: 1) institutional analysis and profile development; 2) candidate recruitment; 3) candidate evaluation; 4) preliminary confidential interviews; 5) candidate visits to the college and community and, generally, site visits to the leading candidate's current (and former) institution; and 6) selection of the new chief executive officer. In addition, other important components of the ACCT search process include communication, confidentiality, and the search committee, also critical to a successful search.

Professional Staff Who Work on a Typical Search

The CEO Search Service staff includes the director of board services and the associate for board services. Part-time staff located outside the Washington D.C., office includes five active search consultants, 11 board retreat facilitators, and 10 reference consultants.

Other Work the Firm Conducts

On a limited basis, ACCT will assist in recruiting and reference checking for campus and college presidents who report directly to a CEO.

Measures of Success

ACCT measures the success of the CEO search service in a number of ways:

1. At the completion of each search, the board of trustees, the search committee, and the semifinal and final candidates receive a request to evaluate the search using a formal evaluation process. Boards of trustees and search committees have cited ACCT's strengths as follows:

- The ACCT service is held in high regard by trustees and candidates throughout the country.
- ACCT's reputation for professionalism and equity ensure a national pool of highly qualified and diverse candidates.
- ACCT's relationships within community colleges, other higher education institutions, and business and industry (through the trustee database of 6,000 community leaders) ensure the broadest possible recruitment efforts.
- ACCT's record of proactive identification of minority and female candidates for all of ACCT's searches is outstanding—more than 50 percent of CEOs selected by governing boards have been minority and/or female candidates.
- ACCT is uniquely able to provide comprehensive search assistance, suggestions on process and search materials, and guidance to boards of trustees.

2. All "clients" are ACCT member boards that attend ACCT's national and regional conferences and conventions. Consequently, there are many opportunities for informal discussions and evaluations. Member trustees frequently serve on conference and convention panel discussions to share their search experiences.

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Full Academic Presidential Searches Since 1996

1997

MacMurray College
Mesa State College
Western State College

1996

University of Southern Colorado System

Chris Bryant and Steven Ast joined in partnership in 1988, after working together for many years in the recruiting division of a national consulting firm. AST/BRYANT is one of the premier search firms in the country specializing in nonprofit clients. With offices in Southern California and the New York metropolitan area, we are able to conduct searches with an outreach unmatched by any other firm.

For many years, the firm specialized in searches for advancement officers. With the growing importance of the ability of presidents to attract financial support to their institutions, the firm realized that its experience in search consulting and its knowledge of advancement professionals positioned it unusually well to assist colleges and universities in identifying new presidents with the characteristics needed to succeed in higher education at this time.

The firm is recognized as specializing in executive recruiting through the principal's participation as faculty and presenters at conferences and meetings of nonprofit professional organizations. Both principals have extensive experience as higher education management professionals.

Operating Principles, General Approach, Typical Process

Three principles drive AST/BRYANT's approach to every search: (1) Each institution is unique. We make no assumptions, and each search identifies candidates specific to the particular institution. (2) We identify individuals who meet and exceed the institution's requirements and specifications and then recruit their interest in the opportunity. (3) Every candidate will be treated with the dignity and respect he or she deserves as an individual and a professional.

As a member of the Association of Executive Search Consultants, AST/BRYANT subscribes to the code of ethics and professional practice guidelines that define the standards of practice for the executive-search profession and sets forth the guidelines for the integrity and competency expected in a search consulting engagement.

As we begin a presidential search, we spend the first weeks learning the history of the institution, including its unique culture and mission. In many cases, institutions need to do a thorough assessment before beginning the search for a new president, and we are prepared to guide and facilitate that effort. Through confidential interviews with administrative and volunteer leadership, members of the faculty, and other appropriate members of the academic community, we get to know the institution so we can represent it in an accurate, objective, and favorable light.

Following the institutional self-study and interviews, we develop or modify the position description and help set a realistic compensation package. We specify reporting relationships and other organizational details, as well as the background and experience that characterize the ideal candidate for the presidency of the institution. We prepare a statistical fact sheet and a narrative statement describing the institution's history and special mission and a narrative describing the community in which the institution is located. Finally, we submit these search specifications for acceptance. Once approved, these documents become the "case statement" for conducting the search for the new president.

Based on the specifications, we research our source files of executives and our personal contacts to identify referrals and target candidates for recruitment. Most institutions seeking presidents are interested in candidates' ability to carry out fund-raising. Given AST/BRYANT's depth of experience in recruiting development professionals, we are particularly well prepared to identify individuals with advancement background who have stature and experience to move into presidencies.

This experience also enables us to assess the ability of candidates with traditional academic backgrounds to understand the importance of raising funds and to develop the fund-raising skills required of college and university presidents.

We also conduct extensive research to identify those candidates who may not be actively looking for a new position but who meet the specifications for the position. We screen candidates by telephone and personal interviews to verify their qualifications and to stimulate interest in the institution and the position. Those candidates who are most qualified and interested are nominated to the committee or board. We also provide a complete professional biographical profile, supported by a personal interview.

When mutual interest is established between the candidates and the college or university, we arrange and participate in appropriate meetings with the candidates, the search committee, board, and members of the campus, according to the wishes of the institution.

When the college or university is prepared to make an offer to a candidate, we conduct in-depth reference checks and are available to assist in the final employment negotiations.

Professional Staff Who Work on a Typical Search

Five full-time executive-search professionals and one part-time professional conduct searches. They are supported by four full-time staff, two of whom are researchers.

Other Work the Firm Conducts

AST/BRYANT also conducted chief executive searches for the Saybrook Institute and the Oklahoma State University Foundation. It also routinely conducts mid-level and senior executive searches for every type of higher education institution.

Measures of Success

AST/BRYANT has helped higher education and other nonprofit institutions recruit extraordinary executives by providing high-quality professional search services in the most effective, cost-efficient manner possible.

AST/BRYANT professionals have conducted more than 150 recruiting assignments for more than 100 clients throughout the United States. The firm has placed a candidate in more than 98 percent of the searches it has begun. It has been called upon only twice in its history to do a search under its replacement guarantee policy.

A.T. Kearney Executive Search

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Full Academic Presidential Searches Since 1996

1998
Berry College
Bradford College
Case Western Reserve University *(in progress)*
Dartmouth College
Denison University
Eastern Washington University
Georgia Southern University *(in progress)*
Knox College
New England College *(in progress)*
Occidental College *(in progress)*
Oglethorpe University *(in progress)*
Rowan University
Skidmore College *(in progress)*
University of Hartford
University of Indianapolis
University of Toledo *(in progress)*
University of Michigan-Flint *(in progress)*
University of Wisconsin —Eau Claire
University of Wisconsin —Milwaukee

1997
Cranbrook Educational Community
Georgia College and State University
Sarah Lawrence College
Southern Vermont College
University of Georgia
University of North Carolina

1996
Allegheny College
Colby-Sawyer College
Georgia Southwestern College
Lambuth University
Miami-Dade Community College
Saint Mary's College
San Diego State University
Shelby State Community College
University of Colorado-Boulder
University of Massachusetts System

Founded in 1992, the Education Practice is a specialty practice within A.T. Kearney Executive Search, committed to serving educational and other related nonprofit organizations. Our team is composed of professionals who have committed their careers to education. In the past six years, the Education Practice has more than doubled in staff and number of clients served annually. A.T. Kearney Executive Search is the only executive search organization that is part of a leading global management consulting firm. Founded in 1946, we are one of the oldest executive search firms in the United States. The executive-search division has 29 offices in the Americas, Asia, Pacific, and Europe and three affiliated offices in New Zealand. Since 1995, A.T. Kearney has operated as a subsidiary of EDS.

Operating Principles, General Approach, Typical Process

The A.T. Kearney Education Practice is committed to helping clients identify and recruit the best candidate to meet the institution's leadership needs. To do this, we take the time to learn about the opportunities and challenges presented by the position. We work with the committee to articulate the criteria for a search. Our experience gives us a good sense of best practices in conducting searches and we will recommend these strategies to the committee, but we also are flexible in exploring new methods to meet the needs and traditions of the institution.

Based on the committee's criteria, we will aggressively recruit candidates who best match the leadership requirements. Our contacts in educational institutions, foundations, government, and business are extensive, resulting in a broad candidate pool. We are committed to identifying diverse candidate pools and have a solid track record of placing qualified minority and women candidates in significant positions. To ensure accurate records and timely communications with candidates, we assist the search committee in developing record-keeping systems to track applications, nominations, declinations, withdrawals, and eliminations.

Once the candidate pool is assembled, we support the committee in evaluating candidate files, conducting interviews, and completing reference checks. During the final

stages of the search, we work with the board and final candidate(s) to ensure a successful conclusion. Throughout the search, we are proactive and responsive communicators and committed to absolute integrity and professionalism.

Professional Staff Who Work on a Typical Search

The Education Practice is composed of seven professionals. The team serving each client is developed for that specific assignment.

- *Shelly Weiss Storbeck, Managing Director and Vice President*

With 10 years experience in executive search, Shelly Storbeck has worked on more than 300 searches for colleges, universities, and other nonprofit organizations. Prior to her career in executive search, she was assistant to the president for educational affairs at Haverford College and a teacher at the Baldwin School and Phillips Academy.

- *Robert H. Atwell, Senior Consultant*

Prior to joining A.T. Kearney, Robert Atwell was the president of the American Council on Education (ACE). A former president of Pitzer College and senior administrator at the University of Wisconsin at Madison, he recently was named in *Change* magazine as one of 21 national leaders in higher education.

- *Lesley A. Boyd, Senior Associate*

Lesley Boyd began her career as the administrative officer of the Education Practice and has been promoted to senior associate. She has worked on more than 60 searches for various educational and nonprofit organizations.

- *Elizabeth Currie, Research Associate*

Before moving to A.T. Kearney, Elizabeth Currie worked in the education practice of another international search firm. Her previous experience includes working in the regulatory advisory practice of KPMG Peat Marwick, LLP.

- *Jean A. Dowdall, Vice President and Partner*

Jean Dowdall has 25 years experience in higher education as a faculty member, dean of arts and sciences, vice president for academic affairs, president, and trustee. In addition to a large number of presidential searches, she has carried out many searches for chief development officers.

- *Martha Verrill Schlager, Managing Associate*

With eight years search experience, Martha Schlager has conducted searches for a wide range of institutions with an emphasis on undergraduate and graduate business schools. Previously, she was a senior associate and administrative officer for the education practice of another search firm.

- *Susan VanGilder, Senior Associate*

Prior to joining A.T. Kearney, Susan VanGilder was a senior associate at another executive-search firm. Her previous experience includes serving as the manager of the information center and liaison to the board committee on career opportunity for minorities and women at the Council for Advancement and Support of Education (CASE).

Other Work the Firm Conducts

The Education Practice also performs searches for provosts, deans, vice presidents, and other administrators for four-year and two-year institutions, independent schools, and other nonprofit organizations. Approximately one-third of our search work is devoted to presidential search.

A.T. Kearney consultants outside the education practice conduct senior-level searches in almost all industries, including aerospace/defense, automotive, chemicals and pharmaceuticals, engineering, environment, financial services, health care, hospitality/leisure, entertainment, information technology, manufacturing, professional services, telecommunications, and utilities. Colleges and universities seeking presidential candidates with corporate backgrounds are able to draw upon this resource.

Measures of Success

Our success is measured by the satisfaction of our clients. During and after the search, we stay in close contact with committee members, trustees, and the candidate to monitor satisfaction with the process and the final placement. The firm also administers an institutional quality program with surveys sent to clients for evaluation. The Education Practice regularly receives outstanding evaluations from clients, and it often is invited to carry out additional searches.

Educational Management Network / A Division of Witt/Kieffer

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Full Academic Presidential Searches Since 1996

1998
Dickinson College
Indiana University, Northwest
University of Utah, Health Sciences Campus
William Rainey Harper College

1997
Indiana University, South Bend
San Mateo County Community College District
University of the District of Columbia
Aquinas College
College of Notre Dame of Maryland
Northern Michigan University

1996
College of Lake County
Massachusetts College of Art

Educational Management Network/a division of Witt/Kieffer, is dedicated to serving education and the nonprofit community by providing executive search consulting services to trustees, presidents, and designated search committees. The firm's approach is grounded in the sovereignty of the institutional decision process and the role of consultant as facilitator, catalyst, and advisor.

Educational Management Network and Witt/Kieffer merged on July 1, 1998, unifying a group of professionals dedicated exclusively to serving educational, health care, social service, and cultural organizations. Pursuing the mission to provide leadership solutions to organizations committed to improving the quality of life, Witt/Kieffer and its educational and nonprofit practice (EMN/Witt/Kieffer) form the tenth largest search firm in the country but sustain a commitment to personalized service to each client. With offices in 13 cities, significant resources in a proprietary database, and a dedicated research team, the Witt/Kieffer infrastructure offers depth of resources and enhances each consultant's capacity to respond to client needs.

Operating Principles, General Approach, Typical Process

EMN/Witt/Kieffer develops creative and market-responsive search processes that meet client needs, and we ensure that individuals who represent the firm commit themselves to the actual search to ensure a successful outcome. Consultants develop a strategic partnership with a client's board, management team, and others to assess goals, identify the best leadership solution, meet timelines, and maintain communication. We are committed to a candidate-centered process that offers the client the opportunity to select from an informed and interested group of finalists, and we conduct only one presidential search at a time where the candidate pools might overlap, thus avoiding any potential conflict of interest.

A search for new leadership also provides an opportunity in the history of an institution to reflect on accomplishments and traditions, renew the spirit of community and purpose, reaffirm values and mission, and consider directions. A successful outcome results from a thoughtful, inclusive process.

Because respect for an institution's individual approach to governance, culture, and traditions undergirds our work, the firm is committed to a unique strategy that combines four essential components:

- a process that embraces institutional governance and cultural nuances and asks institutional leaders to define the vision, goals, and challenges;
- an aggressive recruitment strategy to develop a candidate pool that meets and surpasses articulated criteria;
- a communication program to inform constituencies during and after the search; and
- a transition plan with a postsearch team to manage presidential transition.

The cornerstone of the search process is the initial dialogue among constituencies to articulate institutional priorities and expectations and the development of a position statement. EMN/Witt/Kieffer elicits interest in the position and follows up on nominations and appropriate applications. Our consultants facilitate the committee's selection of a pool for consideration, and we offer an interview workshop and support the committee as it chooses finalists and conducts campus visits.

Central to our role is continuous communication with candidates during the search. At closure, we assist the chair in negotiations and the committee in its postsearch transition process, and we ensure appropriate stewardship of all involved. Whether we support the client's search administrator or provide search administration services, each step of the administrative support process receives attention and input from consultants.

Professional Staff Who Work on a Typical Search

Seasoned search professionals offer intelligence, savvy, and search acumen. Each codirector, consultant, and associate is engaged in the actual recruitment, assessment, and consultative work. Typically, a presidential search has a four-member team: the manager or lead consultant, an assistant consultant, a researcher, and an administrator. The codirectors of the education practice follow:

- Before moving into education and academic health care search more than a decade ago, Ms. Carabelli was vice president at Santa Monica Hospital Medical Center and taught visual arts and health care administration. She is an active community volunteer.
- Ms. Archer-Martin is in her 23rd year of search service to education and the nonprofit community. She also is an active volunteer. Previously, she was a member of the Middle States Commission on Higher Education.
- Mr. Posner, with more than a decade of search service, is a former vice president of administration at the University of Pennsylvania, director of human resources at Cornell University, and senior human-resources administrator at Michigan State University.

They are supplemented by six consultants who have experience working with and for educational and nonprofit organizations, three associates, three researchers, and other support staff.

Other Work the Firm Conducts

The firm has conducted presidential searches also for the American Lung Association, French Library and Cultural Center, Lifespan, Martin House Restoration Corporation, Nellie Mae Foundation, Inc., Teacher Education Accreditation Council, American Association of Higher Education, American Symphony Orchestra League, Council for Advancement and Support of Education, Council for Higher Education Accreditation, Massachusetts Historical Society, American Council on Education, Boston Athenaeum, and Woodruff Health Sciences Center at Emory University.

EMN/Witt/Kieffer also performs searches for vice presidents, deans, and directors for colleges, universities, academic medical centers, independent schools, and other nonprofit organizations.

EMN/Witt/Kieffer has supported senior-level administrator and dean-level searches for Cornell University, Emory University, Indiana University, Rollins College, Texas A&M University, Tulane University, University of Notre Dame, Wellesley College, and others.

Among the educational, social service, and cultural organizations assisted by EMN/Witt/Kieffer are the Association of Governing Boards, American Cancer Society, Boys and Girls Clubs of America, Colonial Williamsburg Foundation, Isabella Stewart Gardner Museum, Japanese American Natural Museum, Kids in Crisis, National Association of College and University Business Officers, and WGBH.

Measures of Success

Our success is measured by the individuals we help place, through their ability to achieve goals and tasks articulated by trustees, presidents, and academic leadership. We maintain contact with clients to support transition and assess progress of individuals placed. Two-thirds of our clients return to us with new projects.

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Full Academic Presidential Searches Since 1996

1998
Juniata College

1997
Lebanon Valley College

1996
Notre Dame College

Franklin Search offers search services to colleges, universities, and independent schools for positions ranging from chief executive to department heads. Our experience covers all organizational areas—academic affairs, admissions, financial aid, enrollment management, student services, and advancement. Search services are tailored to the specific needs of each institution.

Our parent organization, The Franklin Consulting Group, Inc., also provides planning and development services to educational, religious, cultural, and other community organizations.

Operating Principles, General Approach, Typical Process

The principals of Franklin Search have more than a century of combined experience as presidents, vice presidents, and faculty in colleges and universities. We have served as trustees and directors, and we understand directly the roles of president and governing boards and how the academy functions.

Every search starts fresh, with no shortcuts in recruiting and referencing. We do not preempt a client's choices; academic searches must involve key constituencies and the governing board and institutions must "own" the process and decisions. We therefore best serve our clients as expert, facilitator, and resource.

Our comprehensive presidential search service includes an extensive institutional assessment and written report to the board plus a detailed position description, organization of the search and facilitation of its day-to-day processes, identification and recruitment of candidates, in-depth referencing and training of committee members for their roles in referencing leading prospects, design of interview formats and presence at all interviews, assistance with negotiations and compensation, and transitional support for the new CEO.

Professional Staff Who Work on a Typical Search

We use no research assistants or surrogates; the principal for a search is personally responsible for carrying out all promised services.

- Bruce Wilson has spent 35 years in higher education at public research universities and private liberal arts colleges. His appointments include faculty, chief academic officer, executive vice president, and president. He has extensive board experience with community organizations.
- John Synodinos brings 40 years of experience in admissions, public relations, development, and executive leadership at institutions ranging from Johns Hopkins University to Lebanon Valley College, which he serves as president emeritus. He has served on national and regional boards of professional associations, colleges, schools, and cultural organizations.
- Richard Charles brings experience in corporate public relations and 25 years as a senior advancement officer with independent colleges and universities. He also has served as a board director with national and regional nonprofit organizations.

Other Work the Firm Conducts

We also have provided more than a dozen public and private colleges and universities with services to fill vice presidential positions in academic affairs, advancement, enrollment management, and student services.

In addition, we offer detailed, practical workshops for search committees who may wish to proceed without further assistance.

Measures of Success

We offer four documented measures of high performance. They follow:

- To avoid conflict of interest and time, we limit the number of searches that can be conducted simultaneously.
- Our principals typically identify and recruit more than half of the semifinalists in a search.
- The successful candidates we recruit stay in the job.
- Our clients come back to us with additional search assignments.

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Full Academic Presidential Searches Since 1996

1998
Centre College
Chicago State University
Columbus College of Art and Design
Grinnell College
Illinois Council of Higher Education
Lehigh University
Newbury College
Pennsylvania College of Technology
State Council of Higher Education for Virginia (SCHEV)
St. Louis Community College
Texas Christian University
University of Alaska
University of Richmond
Willamette University

1997
Brown University
Carnegie Mellon University
Columbia College —South Carolina
Ithaca College
Nebraska Wesleyan University
Northern Kentucky University
Ohio Board of Regents
Oregon Graduate Institute of Science and Technology
University of Alabama at Birmingham
University of Arizona
University of Nebraska at Omaha
Washburn University

1996
Albany State University
Columbus State Community College
Cornell University
George Mason University
University System of Georgia —Albany State College
Johns Hopkins University
Sweet Briar College
University of the Pacific

Heidrick & Struggles is a privately held firm that provides executive recruiting services for clients on a retainer basis. It was founded in 1953, and for more than 40 years the firm has been an industry leader. Today, it has 55 offices throughout the world.

Professional staff members have broad experience; each consultant has detailed knowledge of geographic areas, specialties, and functions. Our internal network enables each consultant to access valuable assistance from other professionals in the firm. Further support is received from our research staff and sophisticated technology. Our skilled researchers use this technology to access and analyze the more than 100,000 files in the firm's database.

Our partnership enhances our ability to identify diverse qualified candidates for leadership positions, regardless of their current specialty. Every aspect of our firm's management, structure, compensation, and evaluation system has been designed on the "one firm profit center" concept to foster cooperation and teamwork among offices and partners. Heidrick & Struggles is a true "corporate partnership" in terms of ownership, cooperation, and structure. We work on an exclusive basis and we only accept those assignments we believe we can perform effectively. We assume the overall obligation to identify candidates deemed suitable by the client.

An independent review of our clients has found that we are consistently responsive, thorough, and timely. Clients have indicated that our candidate pool is comprehensive and includes highly qualified individuals. We believe this is due to our meticulous search process, our commitment to use technology internally, and our knowledge and experience.

Our record is impressive. We understand higher education and have access to its leaders. Approximately 600 searches in higher education have been completed. Heidrick & Struggles has built an effective education practice able to make the high-level contacts that identify and attract the best candidates.

Operating Principles, General Approach, Typical Process

We strive to build long-term professional relationships with our clients based on mutual trust and integrity. We believe that by working together over time we can better understand their organizational style, culture, personalities, and dynamics, and thus provide added value through objective and informed advice. A typical search process follows:

- *Position Definition.* We make an on-site analysis of the client's needs to ascertain the job description, determine work disciplines, understand organizational relationships, and define required experiences. We interview selected

board members, the search committee, and key administrators and staff.

- *Research.* Our research team will access our databases and sources to spotlight individuals with the requisite skills. Our original research allows us to develop potential sources and prospects throughout the country.
- *Telephone Sourcing and Prospecting.* Consultants will make selective calls to sources and prospects to identify and interest qualified individuals. They also will be in frequent communication with the client.
- *Prospect Interviewing, Evaluating, and Screening.* The process of candidate interviewing is discussed with each client. In some cases, we conduct in-depth interviews; in others, we join a search committee in this process.
- *Presentation of Candidates.* Curriculum vitae are submitted on individuals who most closely fit the client's specifications. We will then facilitate, per the client's requirements, selection committee meetings.
- *Candidate/Client Interviews.* The consultants schedule meetings between the client and the candidates, facilitate travel arrangements, and handle reimbursement of travel expenses. Following each interview, the consultants debrief the client and the candidate.
- *Referencing of Finalist.* Once the client selects the finalists, the consultants conduct additional reference checking. At this juncture, we often commission a credit and criminal check and use online database services on all finalists.
- *Formal Offer.* The consultants will provide assistance and guidance, as appropriate, during negotiations with the successful candidate and the preparation of the compensation and relocation package.
- *Follow Up.* We will stay in contact with the client and the candidate to ascertain that expectations are being met.
- *Affirmative Action.* We are committed to a policy of equal opportunity and affirmative action, a policy that extends to our practice. Our firm recognizes that equal employment opportunity not only is the law, but also is socially and economically desirable. We do not discriminate among prospects on the basis of race, creed, color, sex, age, national origin, disability, or any other distinctive status.

Professional Staff Who Work on a Typical Search

- Under Mr. Bill Bowen's leadership, Heidrick & Struggles developed the first dedicated search practice in higher education in 1975. Bill and his colleagues have conducted more than 600 academic searches; more than 300 of them have been for presidents or chancellors.
- Dr. Janet Greenwood has experience as a president and professor in higher education. She has conducted national higher education searches for presidents, chancellors, commissioners, vice presidents, and deans.
- Ms. Betty Hasler has more than 13 years experience in providing search services to educational institutions, with extensive experience in California and other western states.
- Ms. J. Veronica Biggins is actively involved in searches in many academic settings from her Atlanta location.

The firm also includes approximately 12 full-time staff and part-time personnel retained on an as-needed basis.

Other Work the Firm Conducts

The firm conducts searches for vice chancellors, vice presidents, provosts, vice provosts, and deans for such institutions as Arizona State University; George Washington University; Louisiana State University; State University of New York, Albany; University of California, Davis; University of California, Irvine; University of California, San Diego; University of California, Santa Cruz; University of Louisville; University of Maryland; University of Michigan; University of Montana; University of Pennsylvania; University of Virginia; University of Washington; Virginia Commonwealth University; Washington State University; Webster University; Whitman College; and Yeshiva University.

The firm also conducts searches for education-related nonprofit organizations, including the American Association of Universities, Center for Advanced Research and Technology, Educause, Illinois Council of Higher Education, National Judicial College, University Center of Georgia, and the New York State Department of Education.

Further, the firm conducts executive searches in such industries as health care, technology, professional and financial services, consumer goods and services, media and communications, utilities, and telecommunications.

Measures Of Success

- More than 40 years of executive search experience.
- More than 70 percent repeat business.
- A unique approach to each search assignment.
- National reputation in our higher education and nonprofit specialty practice.
- A world-class search firm with a global perspective.
- More than 600 academic searches completed by the Higher Education/Not-for-Profit Practice.

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Full Academic Presidential Searches Since 1996

1998
Mississippi Valley State University
Embry-Riddle Aeronautical University (main campus)
Embry-Riddle Aeronautical University, Prescott Campus
Marymount College *(in progress)*
Springfield College

1997
University of Tennessee at Chattanooga
Western Kentucky University
Dillard University
Knoxville College

1996
UAB Walker College
David N. Myers College
South Carolina State University
St. John Fisher College
Saint Michael's College

Formed in 1998 by merger of the former Lamalie Associates and Ward Howell International, LAI Ward Howell is publicly traded and one of the largest search firms in the United States. With 126 consultants in 18 offices, plus state-of-the-art research and information systems, the firm commands the resources to effectively meet client needs.

Firm history dates to the 1950s. It was one of the early firms to apply search techniques honed in corporate America to the field of higher education. A partner authored a definitive book on this subject, *Institutional Search*, several years ago.

Operating Principles, General Approach, Typical Process

LAI Ward Howell employs a disciplined search process similar to other top search firms, and the mechanics of this process do not significantly differentiate the firm from its competitors—with one exception. LAI Ward Howell generally compresses the time to complete a search through efficient management of its support personnel and the use of technology.

What also differentiates LAI Ward Howell in its higher education practice are two overriding principles. First, the partner responsible for a search assignment remains actively involved in each step of the project. Searches for academic institutions require experience and a maturity usually found only with senior partners, and thus the firm avoids handing off important work to junior consultants and research associates. This is particularly true in working with presidential search committees and candidates.

Second, we leverage the firm's experience in the corporate sector, particularly at the board of directors level. The partners who conduct higher education searches also handle senior corporate assignments, thus building a network of key business leaders who can be invaluable sources for academic positions and conduits to nontraditional candidates for college and university leaders. Moreover, the ability of LAI Ward Howell's higher education practice group to cross over to the corporate world provides the partners with a broader understanding of the new leadership demands on today's institutions.

Finally, partners are selective in the presidential searches they will accept concurrently. This benefits the client in two ways: (1) It assures partner availability throughout these time-intensive projects and (2) it develops a candidate pool free from conflict-of-interest choices sometimes found when searching the candidate universe for two clients with similar needs.

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Professional Staff Who Work on a Typical Search

The following individuals lead searches, often supported by one researcher or associate:

- Vance Howe has 17 years of corporate and higher education search experience following his receiving a master of business administration from Harvard University and earlier career with IBM and Citibank. He works principally on presidential searches and has a special commitment to finding leadership for private institutions with a strong Christian tradition.
- Charles Taylor, Ph.D., has eight years of corporate and higher education search experience, following a career that included being president of Wilberforce University. He holds three degrees, including a doctorate from Ohio State University, plays a lead role in the firm's diversity recruiting efforts, and has enjoyed success finding leadership for historically black colleges and universities.
- Robert Chandler, Atlanta, has more than 25 years of experience with corporate and nonprofit organizations, including serving as a CEO of a multihospital system. He holds a master of science degree from the University of Alabama at Birmingham and works primarily on higher level searches in colleges and universities, many of which have health education programs.
- Dale Jones, Atlanta, has four years of experience in higher education and nonprofit and association searches. Previously, he was director of alumni affairs at Morehouse College, where he earned his bachelor of arts degree. He has conducted numerous searches for historically black colleges and universities.
- Kandy Jones, Atlanta, recently joined the practice following an earlier career in the office for minority affairs at Emory University and at the University of Wisconsin. She earned an undergraduate degree from Fisk University and a master of public health degree from Yale University. In addition, she served as vice president for a managed care institution.
- Martin B. Ross, Dr. P.H., Los Angeles and Encino, has more than 14 years of experience in executive search in higher education and health care. Previously, he was a professor at the University of California, Los Angeles, and a hospital administrator at Cedars-Mt. Sinai and UCLA Medical Centers. He has assisted numerous search committees in recruiting executives, faculty, department chair persons, and administrative personnel. He holds adjunct faculty appointments at UCLA and the University of Southern California.
- Rafael Sierra, Atlanta, has 20 years of management, consulting, and executive search experience following his graduation from the University of Dayton. His executive search focus has been integrated health systems and academic health centers, where he has recruited deans, department chairmen, and faculty.
- Ernest Taylor, Atlanta, has more than 15 years of corporate and higher education search experience, following a career in banking. Taylor earned his MBA from Georgia State University, and he is a member of the advisory board for the College of Business, University of Tennessee. Taylor has been on more than 100 campuses in the last 48 months conducting leadership searches for large public institutions.

Other Work the Firm Conducts

LAI Ward Howell is equipped to support the spectrum of higher education needs. The partners have placed academic leaders and administrative managers in large universities and small colleges. In particular, the firm has competency in three areas: private liberal arts institutions, including those with a strong Christian tradition; historically black colleges and universities; and academic health centers. Additionally, it has been successful in placing deans of graduate, business, and law schools, and superintendents of large urban and smaller suburban public school districts.

Measures of Success

The firm believes long-term results are the true measure of success; thus partners always encourage prospective clients to rigorously check references. Every presidential appointment placed by the firm dating to 1989 still serves his or her college or university, and those institutions are flourishing under this leadership.

Our quest for quality results and client service is facilitated through a survey sent to clients upon completion of each assignment. We continue to rely on our founding principles: partnering with our client; complete professionalism and diligence, with an uncompromising commitment to integrity; confidentiality; and long-term client satisfaction.

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Full Academic Presidential Searches Since 1996

1998

Adelphi University
California State University System
Colorado School of Mines
Converse College *(in progress)*
Drake University *(in progress)*
Illinois State University *(in progress)*
Midway College
Rhodes College *(in progress)*
State University System of Florida
Texas A&M University System *(in progress)*
Trinity University *(in progress)*
University of Maryland at College Park
University of New Mexico
University of Texas at San Antonio *(in progress)*
University of Texas at Tyler
Western Michigan University
Whittier College

1997

Commissioner of Higher Education, State of Texas
Davidson College
Ohio State University
Tulane University
University of Alabama System
University of Missouri System
University of Texas at Austin
University of Tulsa
University of Utah
University of Wyoming

1996

Babson College
Kean College
St. Mary's College of Maryland
University of Alabama —Tuscaloosa
University of Houston
University of Illinois, Chicago
University of Iowa
University of Minnesota
University of Pittsburgh
University of Tulsa
University of Wyoming

Founded nearly 30 years ago, Korn/Ferry International is today the world's leading management consulting firm specializing in executive recruitment. With approximately 75 offices in more than 40 countries worldwide, the firm has established a global reputation for seamless, unparalleled service to our clients.

As the industry leader, Korn/Ferry always has pioneered innovation in the profession. The firm was the first major firm to establish industry "specialty practices" that developed unique expertise about the operations and executives in singular lines of business. Consultants who dedicate a majority of their consulting time conducting searches within a specific industry have driven the firm's success and have provided our clientele unsurpassed knowledge of the best executive talent in their specific industry.

The Korn/Ferry Education Practice was founded approximately 20 years ago, and is currently the "firm of first choice" to conduct college and university president and chancellor searches. As a "firm within the firm," the Education Practice has dedicated higher education offices in Dallas, Washington, D.C., and Los Angeles. The practice has approximately 15 partners, senior associates, researchers, and administrative assistants dedicated to satisfying our clients' needs.

This structure affords our clients the reach and resources of a large international firm, while assuring them personal, individual attention by professionals who have incomparable knowledge of the education field.

Operating Principles, General Approach, Typical Process

While there is no one way to conduct a search for a president or chancellor, the Education Practice has developed and refined an approach that not only assures our client schools thorough coverage of the targeted candidate pools, but also protects them from a "bad choice" via careful referencing, use of technology to review the public record of candidates, and other in-depth background checks consistent with appropriate laws and regulations.

The Education Practice is so confident of its procedures and abilities that it provides its clients with a *two-year guarantee.* If the person selected to be the president or chancellor resulting from a search it conducts leaves the position in less than two years *for any reason,* the Korn/Ferry Education Practice will conduct the search again, charging no additional retainer, only direct and indirect expenses.

Professional Staff Who Work on a Typical Search

The partner retained to conduct the president or chancellor search for one of the practice's clients is responsible for the successful execution of the assignment. While the partner can call upon the firm's many resources—other practice partners, senior associates, researchers, and reference and technological tools—to aid the process, the search committee and/or board communicates directly with the partner. It is the partner who renders evaluations of the candidates and works hand-in-hand with the search committee or board.

The three partners who lead the KFI Education Practice cumulatively have more than 50 years of search experience.

- R. William (Bill) Funk, managing director of the practice, is perhaps the leading recruiter of presidents and chancellors in the nation today. Selected for inclusion in the forthcoming *The Global 200 Executive Recruiters: An Essential Guide to the Best Recruiters in the United States, Europe, Asia and Latin America,* he has recruited more than 100 presidents and chancellors to the country's largest and most respected institutions.
- Ira Krinsky, who founded the practice in the late 1970s, is one of the pioneers in education search. He has recruited leaders to head major school systems, colleges and universities, and university systems.
- John Kuhnle, who holds a doctor of philosophy degree in history from Vanderbilt University, is well-known throughout the country and has conducted a number of president and chancellor searches domestically and internationally. He also is the foremost recruiter of higher education chief development officers in the United States.

Other Work the Firm Conducts

The KFI Education Practice also conducts numerous searches for provosts, vice presidents of academic affairs, vice presidents of development and institutional advancement, vice presidents of finance and administration, and chief information officers.

The practice also conducts many dean-level assignments in virtually every area. Most often, we are retained to conduct dean searches for business schools, schools of engineering, schools of education, and schools and colleges of arts and sciences.

Many clients retain us to return to the campus one, two, and three years after we have recruited a new president or chancellor to help the board evaluate the performance of the executive. We work as a nonthreatening partner with the board to enhance the evaluation process and to contribute to the ongoing success of the chief executive.

Boards frequently retain the partners in the practice to evaluate and analyze their committee structure, performance appraisal practices, and interaction with the president and/or chancellor. In some cases, we have been asked to work with boards on difficult situations involving internal disagreements and unique problems arising between the board and the chief executive or other senior-level administrator.

Increasingly, we are asked to evaluate existing management teams on college and university campuses. Termed "organizational audits," we interview and evaluate the president and cabinet members and analyze the reporting structure within the institution.

Measures of Success

The only measure of success for the KFI Education Practice is the complete satisfaction of its clients. While the practice carefully chronicles data relative to the average tenure of the presidents and chancellors we recruit and other important indices, the practice has found that no single statistical measure captures the success standard as readily as candid feedback from its clients.

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  Senior Associate
- *William W. Kelly, Ph.D.*
  Senior Associate
- *Kenneth B. Orr, Ph.D.*
  Senior Associate
- *Ellen Adair Wyche*
  Research Director

Full Academic Presidential Searches Since 1996

1997

Presbyterian College
King College

1996

Eastern College
Franklin College

Since 1984, Jon McRae & Associates has served nonprofit institutions with a focus in higher education. Jon McRae is an active and longtime member of the Executive Search Roundtable of the American Council on Education. He entered the executive search profession in 1968 and personally has conducted hundreds of presidential and cabinet-level assignments.

In 1996, the firm began to expand and over the next two years added Dr. William W. Kelly, Dr. Charles E. Glassick, and Dr. Kenneth B. Orr as senior associates. Their experience as presidents and senior administrators in selective colleges, universities, and institutions, coupled with Jon McRae's 30 years as a search consultant, provides clients with more than 125 years of collective wisdom and established relationships in education and the corporate community.

Operating Principles, General Approach, Typical Process

Jon McRae and Associates is dedicated to providing presidential search counsel for the nonprofit professions, with a primary focus on colleges and universities. Each search is tailored to meet the specific needs of the client, with an emphasis on strengthening the institution through the recruitment of the most appropriate leader. As a small yet professionally sophisticated firm, we strive to serve each institution as if it is our only client.

Our only business is executive search. Our approach is to work closely with the institution's presidential search committee and various constituencies to create what we call the opportunity profile, which enables the committee to examine the specifications outlined for the new president in conjunction with the real needs of the institution. This is the most important part of the process and will contribute to the ultimate success of the search.

We assume responsibility for assuring that a professional and timely search is conducted. We assist the committee in identifying, attracting, evaluating, and selecting the most appropriate leader for the institution.

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Our role is to assist the committee in each phase of the search by providing experience-based counsel and assuring that potential candidates who may not be actively seeking a change are made aware of the opportunity and encouraged to explore it with us and the committee.

Professionals Who Work on a Typical Search

Our team consists of four consultants, supported by a full-time research director and four support professionals. Additional staff are used on an as-needed basis.

Other Work the Firm Conducts

Prior to 1996, the firm conducted presidential searches for Converse College, Alderson-Broaddus College, Schreiner College, William Jewell College, and the National Center for State Courts.

In 1998, the firm conducted presidential searches for Oak Ridge Military Academy, Riverside Military Academy, and the Federation of State Humanities Councils; in 1997, for the Georgia Humanities Council and the Alabama Association for Independent Colleges and Universities; and in 1996, for the Holston Home for Children and Presbyterian Children's Home.

In addition to presidential searches, we conduct searches for cabinet-level officers who report directly to the president. We believe that this strengthens our capacity to conduct presidential searches as it broadens our knowledge of potential candidates.

Measures of Success

To date we have had no failed searches at the presidential level. We believe the true measure of our success is the confidence that our clients place in us as they talk with others who inquire about our service. Our primary source of business is referrals from clients and additional searches for their institutions.

We believe that our involvement adds significant value to the quality of the candidate pool from which clients select a new president and to the professional image of the institution. We are especially sensitive to the dignity of all who are involved in the process.

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Full Presidential Searches Since 1996

1998

Assumption College
Briar Cliff College *(in progress)*
College Misericordia
Holy Names College *(in progress)*
Marygrove College
North Dakota State University *(in progress)*
Reinhardt College *(in progress)*
Saint Edwards University *(REGISTRY Interim)*
University of North Dakota *(in progress)*
Saint Mary-of-the-Woods College
Trinity College of Vermont *(REGISTRY Interim)*
Utica College of Syracuse University
Walsh College of Accountancy and Business Administration *(in progress)*

1997

Boston Architectural Center *(REGISTRY Interim)*
Holy Names College *(REGISTRY Interim)*
Marian College of Fond Du Lac
Mount Mary College
Point Park College
Randolph-Macon College
Saint Leo College
Saint Mary College
State University of New York, at Albany *(REGISTRY Interim Chancellor)*

1996

Anna Maria College
Anna Maria College *(REGISTRY Interim)*
College Misericordia *(REGISTRY Interim)*
College of Saint Mary
College of Saint Mary *(REGISTRY Interim)*
Heidelberg College
Jacksonville University
Mount Marty College
Sierra Nevada College *(REGISTRY Interim)*

RH. Perry & Associates (RHPA) is organized as a small group of senior-level executives with a balanced mix of college and university presidential experience and executive search expertise. Robert H. Perry founded the firm in Washington, D.C. in 1974 and continues to lead it today. RHPA's partners and the members of its active Board of Advisors are committed to the following:

- devoting the time necessary to thoroughly understand the institution's mission, philosophy, vision, and strategic and long-range plans and as a result, identifying and attracting the optimally qualified candidate;
- implementing with the search committee a tailored, all-inclusive process that coalesces the institution's constituencies and creates a mandate for the new president;
- conducting unusually stringent due diligence that affords the governing board comprehensive information on which to base a more considered judgment in its final selection process; and
- maintaining an outstanding track record of placing presidents who not only meet but often exceed the expectations of their new college or university communities.

Operating Principles, General Approach, Typical Process

Hiring a new president is the responsibility and highest priority of the governing board. We believe that complete trust and communication with the board and search committee are essential to establish and maintain a full partnership. Further, we know that every step we take, from the most sensitive negotiations to the smallest detail, reflects on the institution we serve, and we strive to represent it in the most ethical and professional manner.

Our general approach is to learn if the incumbent president, an acting CEO, or an interim president will be in place during the duration of the presidential search. We believe that an institution with a departing long-time president can be well served by the appointment of an acting or interim president. A post-presidential sabbatical is a positive way to honor the incumbent and to avoid the often painful "lame-duck syndrome." Also, an acting or interim president can work with the search committee and counsel to gauge

the climate objectively, articulate challenges, and set the scene for the new president. However, if an internal acting CEO becomes a candidate for the permanent post, problematic situations—such as conflicts of interest and deferred decision making—may ensue.

An outside interim president can be an ideal solution. Thus, we offer the Registry for College and University Presidents (REGISTRY). Cofounded in 1992 by Dr. Allen Koenig and Dr. Thomas Langevin, the REGISTRY is a proprietary cadre of 50 former presidents. REGISTRY members, immediately available for interim service for periods of a few months to several years, bring an objective view and invaluable experience to the post. The interim search in effect, is already completed—the board only has to choose among several REGISTRY members, obviating the need for an "acting" appointment and leaving an internal administrator's candidacy unencumbered.

Since each institution is unique, the most effective process is one adapted to its particular needs and circumstances. Therefore, we work closely with the search committee to tailor and subsequently implement the process that will achieve optimal results. While an institutional study at the outset is a widely employed, fundamental building block, we have found that subsequent steps in processes vary considerably.

We have published a presidential search committee handbook that the search committee can adapt to its particular needs. These guidelines cover the gamut from the basic "Getting Started" and "Selecting the Presidential Search Committee" through "A Confidentiality Code" and "Dealing Fairly With Internal Candidates" to the most sophisticated due-diligence techniques, such as visits to the finalists' home campuses. Appendices provide examples of important documents, including a pro forma employment contract.

Professional Staff Who Work on a Typical Search

As a "partners only" firm, Allen Koenig and Robert Perry typically comprise our search team.

- RHPA President Rob Perry has more than 30 years experience in human resources management and staffing, the last 20 years in higher education executive search.
- Dr. Allen Koenig, former president of Emerson College and Chapman University, is the presidential search practice partner.
- Dr. Joseph Foley, research director, is the former chair of the department of communication at Ohio State University, and is based in Columbus.

RHPA's Board of Advisors, including five members with collective presidential experience of nearly 50 years in nine institutions, actively supports our search team. When particular expertise will enhance our capability, two board members are available to join search teams—Dr. Marylouise Fennell, past president of Carlow College and senior consultant to the Council of Independent Colleges, and Dr. Thomas Langevin, president emeritus of Capital University.

Other Work the Firm Conducts

Since 1995, RHPA has placed 19 chief officers for academic affairs, institutional advancement, financial affairs, student affairs, and enrollment management. We have completed assignments for executive directors and senior-level administrators in nonprofit organizations, advocacy groups, foundations, and associations, and for CEOs, COOs, and CFOs in the private sector. We also conduct trustee and director searches on a pro-bono basis.

Measures of Success

Since our inception, RHPA has conducted nearly 300 search and consulting assignments across America and abroad. We take pride in the satisfaction of our clients: More than 90 percent of our work is a result of former clients' referrals or repeat business. Since our first presidential search in 1986, every president whom we placed is still in office at the same institution, with the exception of two (one of whom has moved on to a presidency at another institution and one a presidency at an education association). We have never experienced a "failed" presidential search.

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Full Academic Presidential Searches Since 1996

1998
Rockefeller University

1997
The University of Michigan
Phillips Exeter Academy

Founded in 1969, Russell Reynolds Associates (RRA) is one of the world's leading executive recruiting firms. Through a global network of 33 wholly owned offices, more than 250 recruiting professionals conduct assignments for private and public organizations of all sizes.

The firm has more than 40 specialized practice areas, including the nonprofit sector. It also serves the consumer markets, financial services, health care, industrial manufacturing and distribution, natural resources and technology industries. RRA annually conducts approximately 3,000 recruiting assignments worldwide.

Operating Principles, General Approach, Typical Process

- *Information Gathering and Initial Consultation*
  RRA meets with the client to gain an in-depth understanding of the organization and specifics of the position to be filled.
- *Position Specification*
  RRA prepares a draft position specification for the client's review and approval.
- *Strategy and Research*
  RRA develops a search strategy designed to generate the maximum number of individuals whose qualifications match the specification.
- *Identification of Prospective Candidates*
  Drawing on the firm's diverse knowledge resources, RRA develops leads to prospective candidates who might be difficult to identify otherwise.
- *Interviewing of Prospective Candidates*
  RRA conducts personal interviews with prospects to evaluate their qualifications, motivation, and compatibility with the client organization.
- *Candidate Letters*
  Qualified prospects with interest in the position are introduced to the client through detailed candidate reports, which may contain preliminary reference checks.

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- *Client Interviews*
  RRA coordinates client and candidate meetings.
- *Reference Checking*
  RRA conducts in-depth references on the lead candidate's leadership and management skills, integrity, professional achievements, and personal characteristics.
- *Negotiation of Offer*
  RRA works closely with the client to structure an offer calibrated to attract the finalist candidate.
- *Follow Up*
  RRA seeks client feedback on the assignment and continues a dialogue with the client and successful candidate for at least one year after the hire.

Professionals Who Work on a Typical Search

- Malcolm MacKay specializes in serving nonprofit clients. He joined Russell Reynolds Associates in 1989 after more than 20 years in law, management, and government services.
- Mary C. Tydings conducts assignments primarily for the leadership of various national and international nonprofit organizations and communications positions with corporations, associations, and public-relations firms. She joined Russell Reynolds Associates in 1984.

They are supported by three full-time administrative and research professionals and several part-time staff.

Other Work the Firm Conducts

RRA also has conducted successful searches for a senior vice president, Northeastern University, and executive vice president, Massachusetts Institute of Technology. It also conducted the search for president of the Rockefeller Foundation and president of Outward Bound USA.

Other representative assignments include the following: president, Rolls Royce North America; chief executive officer, the Hong Kong Stock Exchange; chairman and CEO, Millipore Corporation; president and CEO, the Dallas Mavericks™; chief information officer, Occidental Petroleum; CEO, Cable & Wireless; and police commissioner, New South Wales.

Measures of Success

Since its establishment, Russell Reynolds Associates has focused on building long-term client relationships.

Its success in this regard is demonstrated by a high ratio of repeat business with existing clients—more than 70 percent in recent years. In 1997, firm revenue was approximately $184 million.

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Full Academic Presidential Searches Since 1996

1998
George Fox University

1997
Northwestern College

1996
Denver Seminary

The Robert W. Dingman Co. is a prestigious "boutique" search firm known for the quality of its work and for having the highest ethics. No other such firm has been ranked among the top 50 United States search firms more than our five times. Bob Dingman is ranked as the number five recruiter in the United States for CEO searches and number one for nonprofits and associations. Although generalists, the firm conducts many searches in higher education and nonprofit organizations. Bob Dingman served on the board of trustees of a college for 13 years. Both principals serve on boards of nonprofit organizations.

Operating Principles, General Approach, Typical Process

We strive to help a search committee develop consensus in what they seek in candidates and to structure the search process so university constituencies feel their concerns have been taken into consideration. In doing so, however, we acknowledge that control of the process rests with the search committee. We are proactive in seeking out uniquely qualified candidates who would otherwise not have indicated an interest. Also, we assist the search committee during the interviewing process to develop consensus in the candidate that suits them best and in negotiating a compensation package.

Professional Staff Who Work on a Typical Search

The two principals, either singly or together, work on a search.

Other Work the Firm Conducts

The firm conducts only executive search.

Measures of Success

Following a year after placement, if the new president and the search committee chair agree the president is performing up to expectations with no surprises, we conclude the search was well-done and successful.

The information on the organizations in this directory was provided by the firms themselves. The Association of Governing Boards neither implies its endorsement of their work nor attests to the accuracy or completeness of the information provided herein.

Presidential Search Guidelines and Directory is intended to strengthen the effectiveness of governing boards and trustees by providing information about board roles and responsibilities. This publication is intended to inform debate and discussion, not to represent or imply endorsement by the association or its members. Additional copies are available by calling the AGB Publications Department at 800/356-6317.

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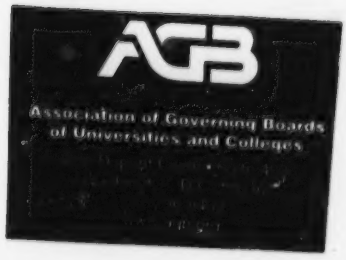
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